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# QUALITY MANAGEMENT MANUAL

2020

IRWINS Quality Management Manual Rev 2  
IRWIN'S INDUSTRIAL SAFETY  
1656 INNOVATION DR KELOWNA BC V1V 2Y4

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## 2 INTRODUCTION

### 2.1 DOCUMENT SUMMARY

This manual has been developed and issued for 2020 as an overview of Irwin’s Industrial Safety’s (IRWINS) Quality Management System (QMS) policies and procedures. The document is meant to summarize our company-specific approach to quality management and does not endeavor to express or imply a contract or service agreement terms. It is a living document, and as such will be adapted as by IRWINS management, as we continue building a fully compliant program.

Every effort has been made to ensure accuracy and completeness of the information contained in this manual. Should any discrepancy arise between this document and corporate policy/process documents, the latter will prevail. Additionally, legislation and local jurisdiction will always take precedence over the policies in this manual.

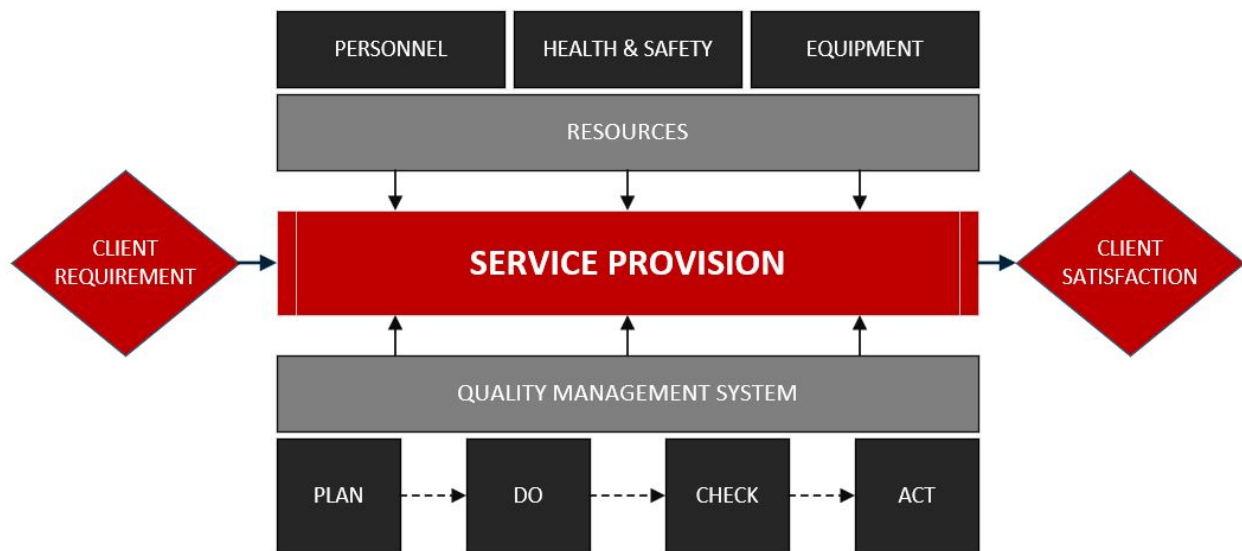
### 2.2 QMS APPLICATION

QMS applies to Irwin’s Industrial Safety located at 1656 Innovation Drive in Kelowna, British Columbia, Canada. The QMS is comprised of this manual, and the policies and procedures within and the QMS Library that organize, describe and document continuous company operation.

The scope of IRWINS’ business can be described as **Provision of Safety-related Services**.

The application of the QMS pertains to the *Quality management systems - Requirements (ISO 9001:2015)*.

The following diagram depicts the interrelationship of QMS processes in relation to provision of services.



## 3 PLANNING FOR QUALITY

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### 3.1 QUALITY POLICY

IRWINS' strategy for delivering superior service begins with cultivating our personnel resources. As the quality of our product depends highly on the commitment from our staff to answer our clients' requirements, we believe instilling a sense of purpose into every role is paramount to daily performance. The processes of our Quality Management System (QMS) consider and define the contribution of each worker toward meeting our performance goals, as well as the goals of our clients.

We are committed to providing employees with the knowledge and tools necessary to both specialize and remain nimble in their employment tasks. As such, employees are encouraged to participate in the development and continuous improvement of the QMS, and our managers promise to lead by example in our action to represent these ideals.

We also recognize quality performance is a joint effort, and we consider all stakeholders and interested parties in our assessment of risks and potential issues. IRWINS managers are committed to a PLAN-DO-CHECK-ACT principle for quality, which ensures

- Our customers' needs are fully understood
- We deliver the highest quality service
- Our performance is monitored and measured
- We are continuously improving our methods

### 3.2 MANAGEMENT SYSTEM RESPONSIBILITIES

IRWINS has appointed a Quality Manager to ensure that the QMS meets ISO standard requirements, is appropriate to the successful function of the organization and is maintained for continued suitability. Management system participation is as follows.

Participation	Role	Details
Responsible	Quality Manager	The Quality Manager is <b>responsible</b> for the practical implementation of the QMS, applying Plan-Do-Check-Act methodology, under the supervision of the General Manager.
Accountable	President	The President is <b>accountable</b> for the effectiveness of the QMS, demonstrating leadership and commitment to its initiatives.
Consulted	Senior Managers	Senior Managers are <b>consulted</b> on the build, documentation and improvement of their departmental processes.
Informed	Corporate & Field Service Employees	Corporate and Field Service Employees are will be <b>informed</b> of all aspects of the QMS that specifically and individually relate to their performance.

### **3.3 COMMUNICATION**

Understanding that people naturally communicate in different ways, IRWINS has created an Effective Communication Guide to foster a cohesive culture of efficient interaction concerning business. This guide promotes a thoughtful, as opposed to reactive, approach to the way we work together as a team. All corporate employees are expected to become familiar with and apply the principles of this guide to their daily interactions with their colleagues, superiors, subordinates and clients, contributing to a pattern of effective communication throughout company operations.

IRWINS Effective Communication Guide is supplied to employees at orientation.

### **3.4 MEETINGS**

The Quality Manager meets with members of the corporate team on a monthly basis to review:

- QMS changes (documented processes, new procedures/templates)
- Customer feedback (review of solicited and unsolicited feedback)
- Performance measurement (review of KPI dashboard)
- Nonconformance (review of NCRs and status of corrective actions)
- Ideas for improvement (discussion of best practice, continuous improvement measures)
- Audits (review of audit results, if applicable)
- Supplier/subcontractor performance (review of vendor evaluations)
- Adequacy of resources (training and literature requirements, software/hardware updates, etc.)

IRWINS' management team will meet annually under the monthly agenda, but with a focus to summarize and compile an Annual Report to interpret progress, metrics gathered, and lessons learned.

Attendees at both meetings include the Quality Manager, a manager or senior manager from each department and, where possible, the President.

### **3.5 DOCUMENT CONTROL**

IRWINS has established and maintains control processes for the creation, identification, distribution, storage and retention of documentation and records using (Microsoft) Office 365. Office software and applications are employed to manage corporate and project documentation internally throughout operations. Company documentation is housed within the QMS Library in SharePoint and controlled by the Quality Manager.

### **3.6 CHANGE MANAGEMENT**

IRWINS has defined change management as any movement from the current state of planned activity, to a future state of planned activity, through a planned transition.

Approved and administered changes within the QMS will be communicated and documented, using the below Change Notification Email (template). to communicate and document QMS changes to affected parties.

You are receiving this notification because an aspect of the QMS related to your operational tasks has been updated/changed. Please find the details of the change below.

CHANGE SUMMARY:	
RELATED DOCUMENT TITLE:	
WHO IT AFFECTS:	
OWNER:	
DOCUMENT REF:	
WHERE TO FIND IT:	

Please remember any ideas for improvement, additions or changes can be made to this template by submitting a markup to its owner for revision.

## 4 PROJECT MANAGEMENT

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### 4.1 PROJECT PLANNING

IRWINS employs a complete project planning process to each scope of work to ensure practical application of the Plan-Do-Check-Act cycle. Requirements under this process are described in detail in the IRWINS Project Management Standard Work Instruction (SWI).

### 4.2 RESOURCE MANAGEMENT

#### 4.2.1 Recruitment & Selection

IRWINS resourcing methodology begins with understanding the requirements of our customers through a thorough assessment of resource needs. We employ a proven, systematic recruitment process to attract candidates that possess the qualifications necessary to meet our clients' needs for personnel resources and tailored to scope-specifics during project planning.

#### 4.2.2 Training

IRWINS is committed to providing both general and specialized training as applicable throughout all levels of company function. Employees are trained in a manner that provides workers with the knowledge and tools necessary to specialize in their employment tasks.

IRWINS' in-house safety facilities enable us to deliver employees with the precise skills required. Personnel arrive on site fully equipped with training in the applicable disciplines to contribute competently and efficiently to the task.

To ensure continuous operation that satisfies job requirements, including ongoing or changing requirements or on a dispatch basis, Project Managers also work in partnership with our clients to align our capabilities with their personnel needs.

#### 4.2.3 Performance evaluation

IRWINS manages employee performance as a means of measuring quality and effective service provision. Specifically, performance management at IRWINS aims to:

- Focus maximum attention upon achievement of assigned duties, accuracy and completion to a high standard of quality
- Challenge employees to continually improve performance and personal effectiveness
- Comprehensively review employees' competencies
- Have work performed safely and in compliance with the applicable occupational health and safety regulations
- Ensure that records of disciplinary issues are reviewed, and disciplinary action is carried out

#### **4.2.4 Equipment Management**

IRWINS' equipment management process describes the controls in place for managing equipment and assets, including handling, storage, inspection, testing and preventive maintenance. These steps are employed throughout operations on a project basis, and continuously at each IRWINS facility, as overseen by Area Managers.

#### **4.2.5 Supplier Selection & Evaluation**

IRWINS maintains a preferred supplier list generated by data relating to historical purchases, and the vendor having met the following criteria.

- Purchased materials or services are supplied promptly, and in a manner that satisfies IRWINS requirements; and
- The vendor is ISO 9001 certified, or adheres to recognized quality management system requirements; or
- The vendor is internationally recognized and provides customer service mechanisms for improved performance and evaluation.

Suppliers are evaluated in scheduled intervals, as per IRWINS' procurement protocols.

### **4.3 HEALTH & SAFETY MANAGEMENT**

IRWINS is committed to upholding employees' right to a healthy and safe work environment. It is our policy to ensure all work and related activities are performed in compliance with the applicable legislation, standards and safe industry practices.

IRWINS has provided its workers with the knowledge and tools necessary to identify workplace hazards, and effect change to correct them. In addition, all employees are encouraged to participate in the ongoing development and implementation of our HSMS.

Our Health & Safety Management System (HSMS) is a written commitment to manage the health, safety and environmental aspects associated with all our business dealings. The system is built on our quality operating procedures, corporate culture and work instructions designed to ensure optimal production through safety.

As such, everyone is responsible for their own action or inaction, and expected to continuously strive to reduce and prevent occupational injury or illness.

## **4.4 RISK MANAGEMENT**

IRWINS' assessment of risks considers all stakeholders and interested parties. Potential issues, and the plans to mitigate these risks throughout operations, are continuously identified and put to action on a per-project basis.

The identified risks and issues, and our action to mitigate and control them, are tracked and monitored throughout operations by the Quality Manager.

# **5 PERFORMANCE MANAGEMENT**

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## **5.1 KEY PERFORMANCE INDICATORS**

IRWINS maintains a dashboard of KPIs to measure our progress toward meeting our monthly and annual goals. The dashboard is maintained internally by the Quality Manager and presented to stakeholders and interested parties as required.

## **5.2 INTERNAL AUDITS**

Internal audits are performed upon completion of each project to review intended outcomes against actual outcomes, and ensure operations are being carried out according to documented processes. Irwin's uses a simplified scoring system that awards points for items completed as established during planning.

Audit results are discussed at the monthly and annual QMS meetings, and action is taken to correct nonconformance or modify related processes to reflect reality.

## **5.3 CLIENT SATISFACTION**

Maintaining client satisfaction is paramount to improved performance, and the benefits to our stakeholders. IRWINS' Quality Manager maintains a personal approach in soliciting feedback from client representatives with an aim to foster amicable and mutually beneficial business relationships.

Solicited and unsolicited feedback collected throughout operations will be monitored, measured against KPIs and interpreted as per project reporting requirements.

## **5.4 CONTINUOUS IMPROVEMENT**

IRWINS promotes a culture of continuous improvement through communication. Completion Meetings at project close include an open discussion of lessons learned and best practices identified throughout scope delivery. Elements of this discussion are incorporated into future planning meetings, as well as shared, company-wide, in the IRWINS monthly newsletter.

Additionally, by monthly incentive, employees are urged to share their ideas for improvement and identify successes using a dedicated email address.



## 6 CONTROL OF NONCONFORMANCE

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Continuous improvement of our QMS depends heavily on controlling nonconformance. IRWINS has defined nonconformance as *deviation from, or non-fulfillment of, a specified requirement*. We are committed to our process for properly identifying deviations, taking action to correct nonconformance and using the information collected during this process to prevent future nonconformance.

### 6.1 CORRECTIVE ACTION

IRWINS' corrective action process involves eliminating the cause of an identified problem, thus preventing recurrence. Truly correcting nonconformance entails planned action that assigns accountability, parameters for completed action and a re-visit to confirm evidence that the cause has been eliminated.

IRWINS's Quality Manager is responsible for monitoring corrective action initiated throughout operations and ensuring it is carried out as planned, monitored to completion and reviewed for effectiveness.

### 6.2 PREVENTIVE ACTION

IRWINS's preventive activities maintain a proactive approach, ensuring change is made to address weakness that is not yet responsible for causing nonconformance.

A major component to this process involves ongoing communication of identified hazards, lessons learned, and best practices used throughout project operations. Shift summaries are completed by Project Leads and reviewed daily to ensure continuous monitoring for preventive actions.

## 7 REPORTING

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IRWINS' Quality Manager prepares reports on the basis necessary to interpret project outputs, summarize lessons learned and provide a record of adherence to quality process. Report content is structured to align with the related plan for intended outcome and used as an agenda for the applicable report meeting.

## 8 REFERENCE

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Questions concerning the QMS, or references to its contents within this document, can be directed to the Quality Manager.